

THE CITADEL



PRESIDENT'S REPORT 2012



HONOR ★ DUTY ★ RESPECT

LTC GRAHAM
Caddyshack
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MAJ B

The Citadel Mission: Educate and develop our students to become principled leaders in all walks of life by instilling the Core Values of Honor, Duty and Respect in a disciplined and intellectually challenging environment.

MESSAGE FROM THE PRESIDENT LIEUTENANT GENERAL JOHN W. ROSA, USAF (RET.), '73

At The Citadel, we are focused on a single vision: Excellence in the education and development of principled leaders. This inaugural President's Report is an opportunity for me to share with you examples of how members of The Citadel family are working to realize that vision, while remaining committed to our Core Values: Honor, Duty, Respect.

Academically, the success of our students is rooted in the scholarship and dedication of our faculty. Our emphasis is on teaching, but our professors conduct research that is cutting edge and inspires them to bring a spirit of inquiry and discovery to their classrooms.

Our leadership development includes both classroom instruction and practical applications in the Corps of Cadets, college activities and community service. The Citadel Experience provides a progressive increase in leadership responsibility through each of the four years of study.

Students and their families believe in what we are trying to accomplish. At 2,250, the Corps of Cadets has never been

larger. Through The Citadel Graduate College we also provide a master's degree level of study for almost 1,000 graduate students, most of whom hold full-time jobs while pursuing advanced degrees. At the same time our Evening Undergraduate Studies provides community members with the chance to earn a bachelor's degree and advance their careers.



Our progress in recent years has been challenging. Like most colleges and universities we have faced tremendous financial hurdles. But thanks to sound fiscal management and focused strategic planning, we have been able to grow. I invite you to review the annual reports of the first phase of our strategic planning, the Blueprint. During our next phase, called The LEAD Plan 2018, we will endeavor to build on the Blueprint's successes and move The Citadel more prominently onto the national stage.

You are always welcome to visit our beautiful and historic campus and see first hand what we are accomplishing. I invite you to tour The Citadel and meet our students, faculty and staff. I know you will be impressed.

A handwritten signature in black ink that reads "John W. Rosa".



In the fall of 2011, Assistant Professor Iordanis Karagiannidis arrived from Michigan State University to join the School of Business Administration as the director of the Rick and Mary Lee Bastin Financial Leadership Lab. The lab features 28 work stations with dual monitors and an electronic ticker that feeds the latest financial news from the New York Stock Exchange.

THE CITADEL FACULTY AWARD-WINNING, DISTINGUISHED PROFESSORS

Psychology Professor Conway Saylor is the 2012 Governor's Professor of the Year for four-year colleges and universities.

Saylor was honored by the Commission on Higher Education at the state capitol for her passion for teaching and service learning, which has powered a renewed campus-wide focus on community service.



Conway Saylor,
the South Carolina Governor's Professor of the Year

- Associate Professor of History David Preston won the prestigious Albert B. Corey Prize for his book, *The Texture of Contact: European and Indian Settler Communities on the Frontiers of Iroquoia, 1667-1783*. The Corey Prize recognizes the best book on Canadian-American relations or on the history of both countries.
- Health, Exercise and Sport Science Professors Wes Dudgeon and Dena Garner worked with graduate students Larry Buchanan, '12, and Ashley Strickland, '12, to develop a specialized mouth guard to decrease levels of cortisol following exercise. The reduction of this hormone appears to reduce stress following strenuous activity and may provide a more rapid recovery after intense muscle exertion.
- Professor Saul Adelman was awarded the inaugural Governor's Award for Excellence in Scientific Research at an Undergraduate Institution. The award recognizes his work on the chemical composition of stellar atmospheres, which has been supported by NASA, the National Science Foundation and the North Atlantic Treaty Organization.
- DuBose Kapeluck, associate professor of political science, has been awarded a Fulbright Scholar grant to lecture at the University of Ljubljana in Slovenia during the 2012-2013 academic year. Professor Kapeluck will teach courses in American politics to Slovenian graduate students.



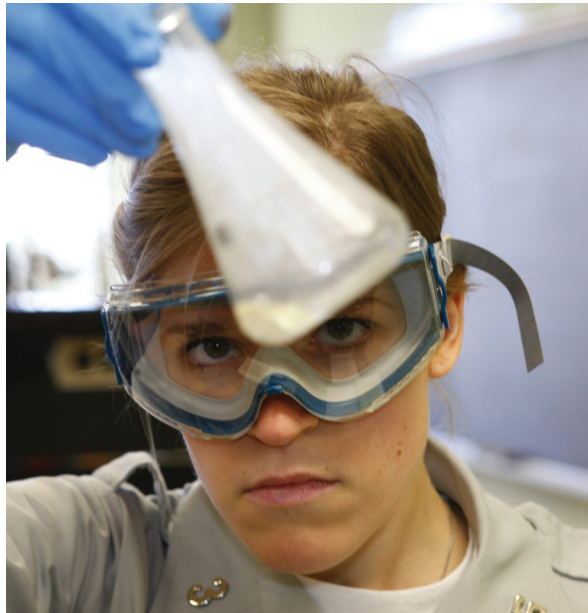
Throughout this report you will see quick response (QR) codes like this one, linking you to a video. Scan the code with your smart phone, or simply visit citadel.edu/video to see all videos for this publication. In this video, Saylor talks about her award.



Our nationally recognized programs promote academic success while rounding out The Citadel's unique educational experience. From clubs on campus to chorale appearances on the national stage, students participate in activities that complement their studies and prepare them for real-world responsibilities.

ACHIEVING EXCELLENCE IN EDUCATION GIVING SUPPORT, PROVIDING OPPORTUNITY

The National College Learning Center Association selected the Academic Support Center as the 2011 Outstanding Learning Center of a four-year college or university. With a math lab, writing lab and certified tutors, our learning center, which provides services free of charge, helps students achieve individual academic success and better enables them to graduate in four years.



A biology student closely examines the content of her beaker

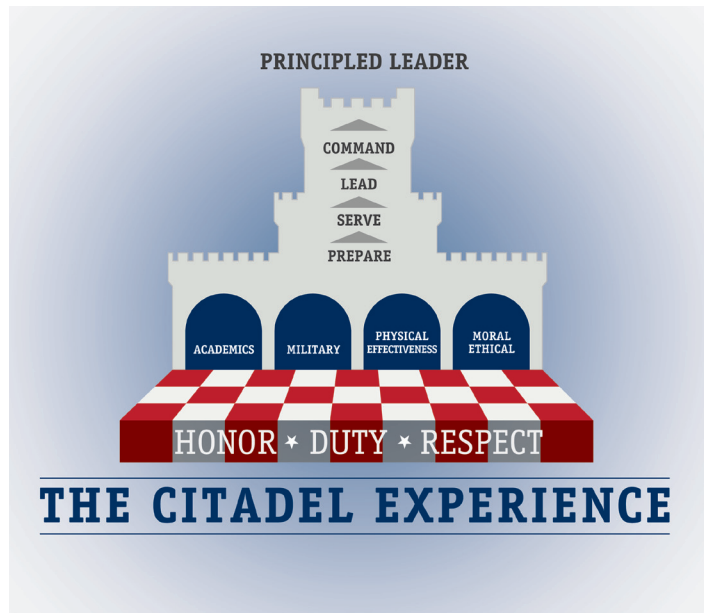
- The student chapter of the American Society of Civil Engineers was named the 2012 winner of the ASCE Robert Ridgway Award. The Citadel was selected as the most outstanding chapter from a field of 281 colleges and universities across the United States and 11 countries.
- In January, a dozen students kicked off the CNN GOP presidential debate in North Charleston. The Cadet Chorale, founded in 1976, sang the national anthem to a televised audience of millions.
- The STEM (Science, Technology, Engineering and Mathematics) Center received the Center of Excellence Award from the South Carolina Commission on Higher Education, including \$500,000 in funding over the next five years. Part of the funding will create a space for a STEM office, a computer lab, a classroom and a lab.
- *The Princeton Review* named the School of Business Administration one of the nation's top 294 business schools. The ranking was determined in part by reviews from MBA students enrolled at the college. *The Princeton Review* gave special note to the school's Mentor Association, which matches cadets and MBA students with business leaders based on common interests and career paths.



Zach Redden, '08, dreamed of being a trader for a major Wall Street firm, but being from a small Indiana town, he didn't have any connections in The Big Apple. So, Zach looked for help. The School of Business Administration paired him with a mentor who, along with staff at the Career Center, helped him to develop a strategy—connect with at least one person from every major firm in New York. In a few weeks, Zach secured 43 informational interviews, including the one that led to his dream job. Today, Zach works in Houston, Texas, as an energy trader for JP Morgan Chase.

FOUR-YEAR LEADERSHIP PROGRAM EDUCATING THE WHOLE PERSON

Our unique leadership education program is built on our Core Values—Honor, Duty, Respect—and the four pillars of leader development—academic, military, physical effectiveness, and moral/ethical preparedness. This structured process provides cadets with educational instruction and practical experience to excel each year—prepare as freshmen, serve as sophomores, lead as juniors, and finally, as seniors, command the South Carolina Corps of Cadets.



The four-year Leadership Development Program

- The David Shingler Spell First Honor Graduate Award was presented to Shana Couch, '12, who graduated with a perfect 4.0 grade point average. The second honor graduate was Alexandria Ray Burns of Pendleton, S.C. This year is the first time the top two honor graduates have been women. Both also played soccer for the college.
- Cadet Nick Slater, '13, was one of 10 American university students chosen to travel to the Middle East during winter break to participate in the 2011 Cultural and Education Exchange Experience for Model Arab League Alumni. This program brings top college students to Saudi Arabia to educate them about both the country's distinct culture and global significance. Slater has also been awarded a one-year scholarship from the Rotary Club to study at Trinity College in Dublin. Slater will graduate in May 2013 and begin his studies at Trinity the following fall.
- Sigma Pi Sigma, the national physics honor society with more than 700 chapters throughout the country, awarded a grant to Citadel physics students to study the characteristics of microscopic particles known as carbon dots. Cadets Djordon Porter, '13, and Ryan Boodee, '14, under the guidance of Assistant Professor Robert Clark, worked with a team on a project entitled *Fluorescent Quantum-Sized Carbon Dots Isolated in an RF Paul Trap*.



Scan the QR code or visit citadel.edu/video to see the cadets explain the experiment.



"Thanks to The Citadel, I can earn my MBA without having to leave my job. The flexible course hours help me to reach my goals while allowing me to make time for what's most important—my family."

Katie Ringgold: graduate student, Boeing employee, mother

THE CITADEL GRADUATE COLLEGE AND EVENING UNDERGRADUATE STUDIES

Weaving together academic strengths and scheduling flexibility, The Citadel Graduate College (CGC) and Evening Undergraduate Studies (EUGS) program serve the needs of our growing community. We enable individuals to earn an undergraduate or advanced degree without having to leave the Lowcountry. Students learn from the same outstanding faculty as the Corps, and flexible evening and online classes make it convenient for them to keep their day jobs while working toward their dream jobs.



Citadel MBA students in Bond Hall

- To keep pace with demand, CGC added six new programs just this year:
 - bachelor of arts in criminal justice
 - graduate certificate in homeland security
 - graduate certificate in systems engineering management
 - graduate certificate in environmental studies
 - accelerated master of arts in teaching in math and biology
 - master of arts in teaching middle grades
- EUGS has expanded its program offerings to partner with 11 technical colleges. This joint venture began in the 1980s with Trident Technical College, initiating the “2+2” program (two years at Trident followed by two years at The Citadel). The partnerships help students complete their bachelor’s degree at The Citadel in one of four programs: criminal justice, civil engineering, electrical engineering or business administration.
- The Citadel strives to meet the educational and work force needs of the community. Last year, the college was formally inducted into Boeing’s University Relations portfolio. Additionally, we have expanded our partnership with Google to include more engagement with students, veterans and the local community.



Our athletes do more than compete in their chosen sports; they are cadet-athletes who are expected to excel in the classroom as members of the Corps of Cadets and as teammates.

BULLDOG ATHLETICS STUDENTS, CADETS, TEAMMATES

Despite a 24-hour schedule, our athletes make time to perform with distinction in the classroom too. Our cadet-athletes had a cumulative grade point average of 3.043 during the spring 2012 semester, with nine of the 14 varsity teams boasting that average or higher. For four years, athletes have had a higher average GPA than the entire Corps.



Women's soccer team players celebrate on the field

- Women's soccer player Shanna Couch, '12, is the first student-athlete from The Citadel to receive the prestigious NCAA Postgraduate Scholarship. Couch also received the Foundation for the Carolinas scholarship, which awards senior student-athletes who have been accepted to graduate school \$10,000 a year for two years. The scholarship is awarded annually to one male and one female athlete from a college in North or South Carolina. Couch is a physical therapy student at the University of Kansas.
- Former wide receiver and kick return specialist Kevin Hardy, '12, has inked a free-agent deal with the New Orleans Saints. Hardy played four seasons for the Bulldogs and saw action in 40 games, including all 33 the past three years. His 716 all-purpose yards were the second most on the team. He will join Andre Roberts, '09, (Arizona Cardinals) and Cortez Allen, '10, (Pittsburgh Steelers) in the NFL.
- Wrestlers Odie Delaney, '12, Turtogtokh Luvsandorj, '12, and Kelby Smith, '12, all captured Southern Conference titles and were named to the 2011-12 All-Southern Conference team by the league's head coaches. The three also competed in the NCAA Championships where Delaney won two matches and fell just shy of earning All-American honors.
- Eddie Jones, '14, jumped a personal-best mark of 23' 11.25" to win the conference championship in the long jump at the 2012 Southern Conference Outdoor Track and Field Championships. The sophomore's impressive mark also places him second in college history for the event. Former teammate Kevin Hardy captured the award in the event at the 2009 and 2010 championships.
- Golfer Erica Pellegrini, '14, posted a 76 at the Hilton Head Invitational to capture the first individual crown in program history and was honored as the Bulldogs' first Southern Conference women's golfer of the week.



Knobs want one. Seniors wear them proudly and, on graduation day, turn them over to show the world their alma mater. In a fitting salute to all the ring embodies, the CAA landscaped a corner of Summerall Field to house a larger-than-life statue, which was donated by the ring-maker Balfour. Weighing more than a ton, the solid brass ring is 90 times the actual size.

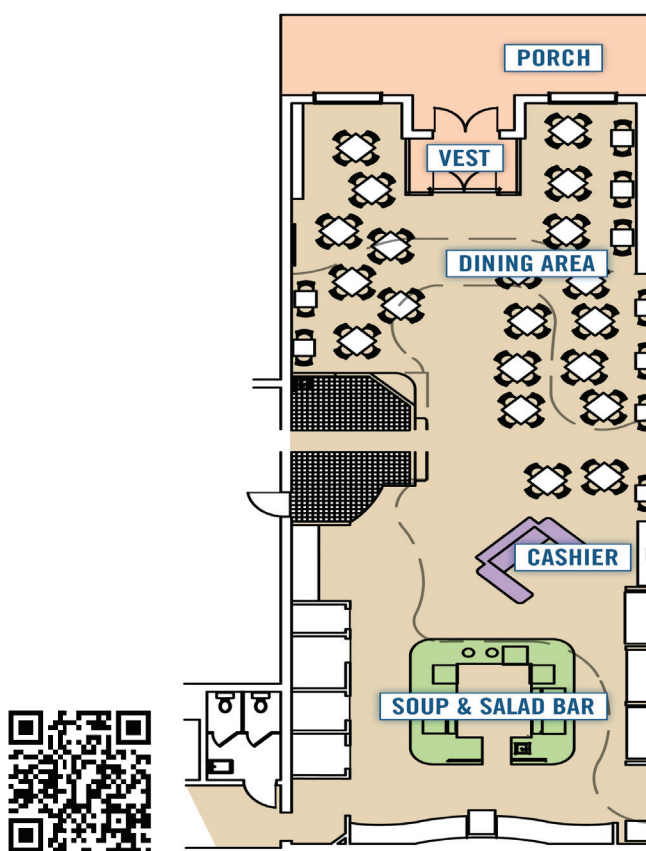


Scan the QR code or visit citadel.edu/video to learn more about the statue.

CAMPUS FACILITIES

HONORING TRADITION, UPGRADING FOR THE FUTURE

This year, we are upgrading computer labs, modernizing the canteen and improving campus buildings with renovation projects totaling six million dollars.



The renovation floor plan of The Canteen. Scan the QR code or visit citadel.edu/video to see the facility before and after.

- In the world of technology, the only constant is change. We supply our students with the tools they need to compete in this ever-evolving environment. This year, the college renovated computer labs in Bond Hall, installing the latest generation of smart boards on projectors that can communicate wirelessly with a fleet of top-of-the-line PCs. Using quadrant technology, students and professors can deliver integrated presentations right from their smart phones onto a wireless projector.
- The men's basketball players now have a worthy place to hang their jerseys. Renovations to the locker room provide more room, better ventilation and a newly remodeled player lounge. The state-of-the-art team video room features custom computer marking boards for coaches to map out strategies to win the next big game. Chuck Cordell, '74, and Tommy McQueeney, '74, spearheaded the project funding. Additionally, the Class of 1980 and the Class of 1987 have allocated a portion of their class gifts toward the upgrade of McAlister Field House.
- Once a bowling alley, "The Canteen" has cooked up a whole new look. Renovations by ARAMARK gave the popular dining facility for students, faculty, staff and visitors a major overhaul. The renovations include wide-screen televisions, a Coca-Cola Freestyle beverage dispenser and a milkshake machine.
- As part of the ongoing maintenance efforts, crews scraped, patched and painted the exterior walls of Byrd and Bond Halls and the Daniel Library. They replaced the water heater in Stevens Barracks and painted protective coatings on the outside walls of Dunneman Apartments and Grimsley and LeTellier Halls. More renovations are planned for this fall, including the Byrd chemistry lab and the exterior of Mark Clark Hall.



"You can read all of the leadership books and still not have a clue about how to be a good leader. The critical piece of the formula is having the opportunity to learn from your mistakes. I have come short many times, but The Citadel has taught me something every time, and that is what makes the college unique."

Matt Collier, '12, former regimental commander on leadership.



Scan the QR code or visit citadel.edu/video to see Collier talk about leadership and Recognition Day.

HIGH STANDARDS EDUCATING AND DEVELOPING PRINCIPLED LEADERS

The need for principled leadership is paramount, whether on campus, in the work place or in time of an emergency.

The Citadel instills service learning as a foundation for leadership and designs character-building exercises to mold students into principled leaders. The leadership programs, which begin as soon as a knob steps onto the checkered floor of the barracks, continue all four years.

This edification extends beyond those four years, and past the Lesesne Gate. That's why cadets and graduates are known throughout the Lowcountry and beyond as upstanding citizens.

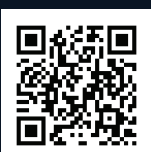


Senior cadets salute in front of Padgett-Thomas Barracks

- The Citadel was proud to present the Cadet Medal of Valor to four students whose actions are a testament to the college's Core Values. Denzel Grant, '12, Jarrod Branch, '12, and Byron Addison, '12, were with friends in downtown Charleston when they saw a man drop to the pavement. The man, a Navy sailor, had been stabbed in the stomach and was severely wounded. Thanks to their fast thinking in an emergency situation, the man recovered and his assailant was arrested. Robert Mundy Jr., '13, was the fourth cadet to earn the Cadet Medal of Valor Award. When Mundy saw a College of Charleston student collapse on the green at Marion Square in downtown Charleston, he immediately began CPR until EMS arrived. Mundy's quick action proved invaluable in saving the young man's life.
- Abigail Zuehlke, '03, became the 20th member and first woman inducted into the Arland D. Williams Society in recognition of heroic action. While on vacation near Beaufort, S.C., she saw three men caught in a rip tide and on the verge of drowning. Zuehlke, who had once been a lifeguard, immediately passed her 9-month-old baby from her lap to her husband, kissed him, swam into the ocean and saved the lives of two people caught in a rip current. The third swimmer was able to make his way to shore.
- Last fall, The Citadel hosted an evening with two recipients of the Congressional Medal of Honor, the nation's highest award for valor in combat. The two war heroes visited campus to speak with the entire Corps of Cadets and later address guests at a reception held in the Holliday Alumni Center with more than 600 attendees.
- On Election Day 2012, nearly every cadet participated in the Corps-wide service-learning initiative now called Leadership Day. Students poured into area schools to tutor young children, build homes at Habitat for Humanity sites and visit veterans in the hospital, thanking them for their service. This effort translated into more than 8,000 hours of community service performed by the Corps in a single day.



Life at a military college is tough... sometimes grueling. Despite the aches and pains of knob year, weekend inspections and a demanding 24-hour schedule, more young men and women are stepping up to The Citadel challenge. We are growing and added another company, Victor, to march among the best on Summerall Field. The Corps now includes 21 companies—a first in the college's history.



Scan the QR code or visit citadel.edu/video to see participants lug sandbags and hurdle obstacles as they make their way through the Bulldog Challenge.

MILITARY LIFE ON CAMPUS

A DAILY TRIBUTE TO OUR CORE VALUES: HONOR, DUTY, AND RESPECT

A military lifestyle transforms our Core Values into daily practice, preparing the Corps of Cadets for a life of leadership. Active duty and veteran students inject real-world experience, giving students a better understanding of and deeper appreciation for the armed forces. More than a third of our cadets answer the call to duty and are commissioned into the military after graduation. Their dedicated service brings principled leaders to military bases throughout the world.



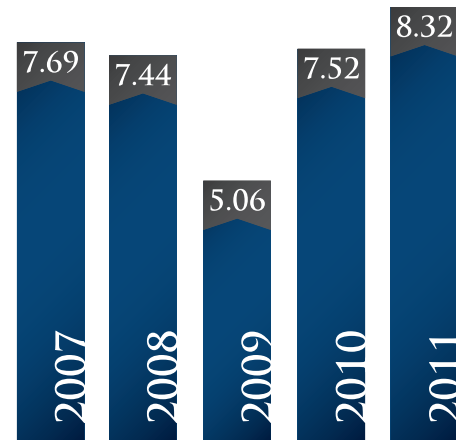
Marine Corps 2nd Lt. Ross Geske

- Last year, The Citadel Army ROTC earned one of eight MacArthur Awards. The awards recognize individual units within the Army ROTC program that have achieved the standards that best represent the ideals of the watch words of “duty, honor, country” as practiced by Gen. Douglas MacArthur. With 273 active programs across the country, The Citadel represents Cadet Command’s 1st Brigade. This year is the third time since 2005 The Citadel’s Army ROTC has earned the award.
- Participation in the annual Bulldog Challenge, which is organized by active duty Marine undergraduates, has more than doubled in the past four years. More than 700 people ran the six-mile challenge course, which includes a slog through the infamous Lowcountry pluff mud. The 16th annual Bulldog Challenge, held in March, raised \$29,490 for the Semper Fidelis Society Scholarship Fund.
- While most college students think of sunny beaches and relaxation as their ideal spring break, five cadets spent their vacation honoring fallen brothers in the Bataan Memorial Death March. Together as Team Big Red, the cadets marched 26.2 miles through the high desert terrain of White Sands, N.M., to honor Citadel graduates who defended the Philippine Islands during World War II. With all four ROTC branches of the military represented, these cadets embody the citizen-soldier concept.
- “I have done challenging things in the past such as marathons and an Ironman Triathlon, but those things were more of a physical challenge that started and ended on the same day. The Citadel was a three-year-long challenge that forced me to push myself mentally,” said 2nd Lt. Ross Geske, pictured left, who graduated from the Marine Enlisted Commissioning Education Program (MECEP).



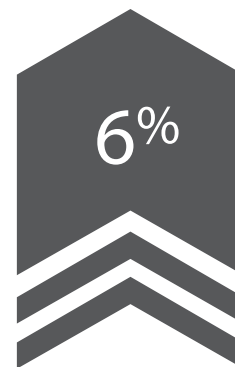
Lt. Gen. John Rosa with a member of Band Company

COMPOSITE FINANCIAL INDEX (WEIGHTED COMPOSITE)



“MOODY’S EXPECTS THE CITADEL TO MAINTAIN POSITIVE OPERATING MARGINS GIVEN STRONG MANAGEMENT THAT BUDGETS PRUDENTLY, STABILIZATION OF STATE APPROPRIATIONS AND EFFORTS TO INCREASE REVENUE.”

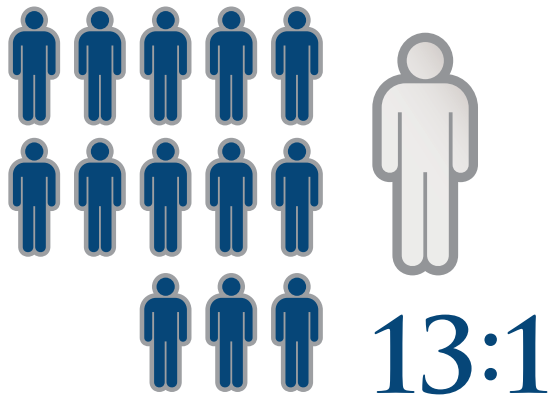
Quote from Moody’s, an investor service that gives The Citadel an Aa3 rating.



INCREASE IN STUDENTS
COMMISSIONING INTO
THE ARMED FORCES
SINCE 2008

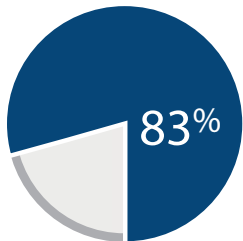
35% OF '12 SENIORS COMMISSIONED INTO
THE ARMED FORCES

FACULTY / STUDENT RATIO:

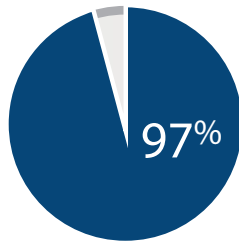


THE LOWEST IN
5 YEARS

CLASSES WITH FEWER THAN 30 STUDENTS :

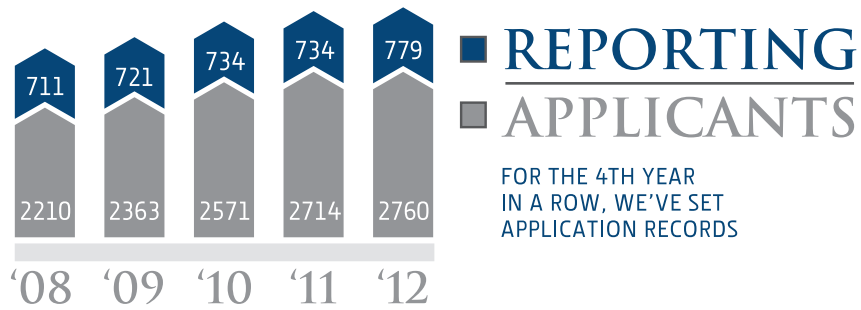


FULL-TIME FACULTY WITH A PHD OR TERMINAL DEGREE:

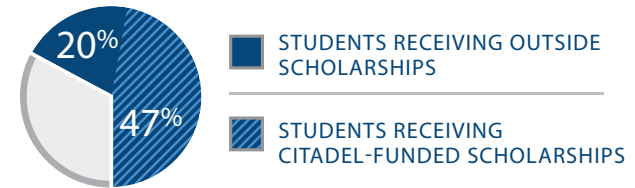


FOR THE SPRING SEMESTER, FRESHMEN, JUNIORS & SENIORS HAD THE **HIGHEST AVERAGE GPAS EVER**. THE JUNIORS, AT 3.08, WERE OVER 3.0 FOR THE FIRST TIME.





67% OF CITADEL STUDENTS RECEIVE SCHOLARSHIPS



CORPS OF CADETS COMES FROM:

45 STATES



12 COUNTRIES

Bahrain
Canada
Colombia
Czech Republic

Ecuador
Germany
Guatemala
Jordan

Mongolia
South Africa
Taiwan
Thailand



CSI ENROLLMENT HISTORY



THE CITADEL SUCCESS INSTITUTE IS DESIGNED TO HELP INCOMING FRESHMEN (KNOBS) BECOME ORIENTED TO THE COLLEGE BEFORE FORMAL MATRICULATION IN AUGUST. FRESHMEN WHO COMPLETE THE CITADEL SUCCESS INSTITUTE ARE 13% MORE LIKELY TO COMPLETE THEIR KNOB YEAR.

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Produced by the Office of External Affairs
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